

Next, detail the following attributes of your current workforce by divisions or units:

- Number of employees
- Number of positions
- Existing skills/competencies
- Performance ratings
- Employee competency levels

Include any other workforce dimensions that are considered important to your particular agency business.

## TREND DATA

Trend data provides a picture of what has occurred in the past. This information also can help predict the supply of skills that may be available in the future and help project the future workforce supply needed. Trend information, combined with the current workforce profile, is an essential building block for forecasting workforce supply.

Trend data may include the following:

- Hiring patterns (time required to fill vacancies, average number of vacancies in a year, etc.).
- Retirement patterns
- Employee turnover
- Average years of service
- Quality of new hires
- Transfers
- Promotions
- Projected workforce based on expected attrition
- Retirement eligibility
- Resignation (based on previous turnover data)

## STEP 2: DEMAND ANALYSIS

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Demand analysis helps you determine your agency's future workforce needs. The focus of this step should be on the work that the agency must perform and on the staff needed to perform that work. Some of this information can be obtained from your agency's strategic or business plan. Additional information can be obtained through environmental scanning that involves examining